<u>CLAIMS</u>

- 1. A system for optimizing one or more aspects of organization risk, return and value for all or part of the organization.
- 2. The system of claim 1 where an organization is a single product, a group of products, a division, a company, a multi-company corporation, a value chain or a collaboration.
- 3. The system of claim 1 where the aspects of organization risk, return and value are selected from the group consisting of alliance risk, brand risk, channel risk, content risk, contingent liabilities, customer risk, customer relationship risk, current operation risk, derivative risk, employee risk, employee relationship risk, energy risk, enterprise risk, external factor risk, event risk, fraud risk, information technology risk, intellectual property risk, investment risk, knowledge risk, market sentiment risk, market risk, market volatility, organization risk, partnership risk, process risk, production equipment risk, product risk, real option risk, technology risk, vendor risk, vendor relationship risk, weather risk, alliance return, brand return, channel return, content return, contingent liabilities, customer return, customer relationship return, current operation return, derivative return, employee return, employee relationship return, enterprise return, external factor return, event return, information technology return, intellectual property return, investment return, knowledge return, market sentiment return, market return, market volatility, organization return, partnership return, process return, production equipment return, product return, real option return, technology return, vendor return, vendor relationship return, alliance value, brand value, channel value, content value, contingent liabilities, customer value, customer relationship value, current operation value, derivative value, employee value, employee relationship value, enterprise value, external factor value, event value, information technology value, intellectual property value, investment value, knowledge value, market value, market value, market volatility, organization value, partnership value, process value, production equipment value, product value, real option value, technology value, vendor value, vendor relationship value and combinations thereof.

- 4. The system of claim 1 that supports price optimization, process optimization, project optimization, purchasing optimization, risk transfer optimization, securities development, securities valuation and combinations thereof.
- 5. The system of claim 1 that supports financial performance management by segment of value, element of value, enterprise and combinations thereof.
- 6. The system of claim 5 where elements of value are selected from the group consisting of: alliances, brands, channels, content, customers, customer relationships, employees, employee relationships, information technology, intellectual property, knowledge, partnerships, processes, technology, vendors and vendor relationships.
- 7. The system of claim 6 where the elements of value can be clustered into sub-elements of value for more detailed analysis.
- 8. The system of claim 5 where an enterprise is a single product, a group of products, a division or a company.
- 9. The system of claim 5 where the segments of value are from the group consisting of current operation, derivatives, investments, real options, market sentiment and combinations thereof.
- 10. The system of claim 9 where the current operation category of value can be further subdivided by component of value where the components of value are revenue, expense or capital change.
- 11. The system of claim 1 that further comprises: tools for managing data, information and knowledge, a market value matrix that utilizes tools for financial modeling, and tools for using said matrix to manage and optimize one or more aspects of organization risk, return and value.

- 12. The system of claim 11 where the tools for managing data, information and knowledge are from the group consisting of data aggregation, data conversion, data distribution, data integration, data normalization, information classification, information conversion, information integration, knowledge classification, knowledge integration, ontology development, system integration and combinations thereof.
- 13. The system of claim 12 where ontology development further comrprises combining the quantified inter-relationships between organization elements, factors, risks and segments of value with the common schema used for integrating data.
- 14. The system of claim 11 where the financial modeling tools utilized in matrix development and operation are selected from the group consisting of automated model development tools, component models, element models, event risk models, factor models, option models, segment models, variability risk models and combinations thereof.
- 15. The system of claim 11 where the tools for managing and optimizing performance are selected from the group consisting of frame development, impact analysis, management reporting, multi-criteria optimization, network optimization, risk scenario, simulation, valuation and combinations thereof.
- 16. The system of claim 15 where the multi criteria optimizations identify changes in operation that will optimize two or more aspects of organization risk, return and value.
- 17. The system of claim 15 where the valuations combine the return generated by an element, factor or enterprise with the risk associated with said element, factor or enterprise.
- 18. The system of claim 11 where the matrix further comprises: network models that quantify the inter-relationship between each element of value, external factor and risk for the current operation, investment and market sentiment segments of value by enterprise, and

simulation models that quantify the inter-relationship between each element of value, external factor and risk for the derivative and real option segments of value by enterprise.

19. The system of claim 18 where the network models are selected from the group consisting of network; regression, generalized additive; support vector method, entropy minimization, Markov, Bayesian, multivariate adaptive regression splines, multivalent and path analysis models.

20. A market value matrix.

21. The matrix of claim 20 that further comprises:

network models that quantify the inter-relationship between each element of value and external factor for the current operation, investment and market sentiment segments of value by enterprise,

simulation models that quantify the inter-relationship between each element of value and external factor for the derivative and real option segments of value by enterprise, and

risk models that quantify the risks associated with each element of value and external factor by segment of value and enterprise.

22. The matrix of claim 21 where the network models are selected from the group consisting of neural network; regression, generalized additive; support vector method, entropy minimization, Markov, Bayesian, multivariate adaptive regression splines, multivalent and path analysis models by a tournament.

23. An organization method, comprising:

developing a market value matrix using organization data, information and knowledge, and

simulating organization financial performance to identify changes that will optimize one or more aspects of organization risk, return and value using said matrix.

- 24. The method of claim 23 where an organization is a single product, a group of products, a division, a company, a multi-company corporation, a value chain or a collaboration.
- 25. The method of claim 23 where the aspects of organization risk, return and value are selected from the group consisting of alliance risk, brand risk, channel risk, content risk, contingent liabilities, customer risk, customer relationship risk, current operation risk, derivative risk, employee risk, employee relationship risk, energy risk, enterprise risk, external factor risk, event risk, fraud risk, information technology risk, intellectual property risk, investment risk, knowledge risk, market sentiment risk, market risk, market volatility, organization risk, partnership risk, process risk, production equipment risk, product risk, real option risk, technology risk, vendor risk, vendor relationship risk, weather risk, alliance return, brand return, channel return, content return, contingent liabilities, customer return, customer relationship return, current operation return, derivative return, employee return, employee relationship return, enterprise return, external factor return, event return, information technology return, intellectual property return, investment return, knowledge return, market sentiment return, market return, market volatility, organization return, partnership return, process return, production equipment return, product return, real option return, technology return, vendor return, vendor relationship return, alliance value, brand value, channel value, content value, contingent liabilities, customer value, customer relationship value, current operation value, derivative value, employee value, employee relationship value, enterprise value, external factor value, event value, information technology value, intellectual property value, investment value, knowledge value, market sentiment value, market value, market volatility, organization value, partnership value, process value, production equipment value, product value, real option value, technology value, vendor value, vendor relationship value and combinations thereof.
- 26. The method of claim 23 that further comprises implementing the one or more change in an automated fashion.

- 27. The method of claim 26 where implementation includes activities from the group consisting of narrow system changes, risk transfer, price changes, investment sales, derivative purchases, changes in operation and combinations thereof.
- 28. The method of claim 23 where the data, information and knowledge are aggregated from a variety of sources in accordance with a common format where the common format is a common schema or an ontology.